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21 April 1981

**DD/A REGISTRY****FILE: Reports**

MEMORANDUM FOR: Deputy Director for Administration

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FROM:[redacted]  
Director of Communications

SUBJECT:

Trip Report (24 March - 14 April 1981) [redacted]

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1. The undersigned undertook temporary duty for the subject period

[redacted]  
or the trip was to explain the current programs contemplated by the Office of Communications beginning in FY-83, review OC support to covert communications, explain the general upgrade program and the change in skill requirements necessary to achieve "Full Performance Level", and review the stability of our base stations in [redacted]

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2. As you know, the personnel situation in the worldwide network is one of understrength and underlaps. All stations visited were confronted with growing work loads. The phenomena of traffic increase which has been noted over the past five years has not diminished. More and longer messages continue to fill the network channels. For example, [redacted] routinely runs three slow speed channels for up to six hours every day in order to clear incoming traffic. Our deployment of new equipments and utilization of higher speed circuitry serves to keep pace with the traffic increase, but in only a few situations are we running ahead of it. Perhaps because of the total commitment to a known mission, morale is basically high. Complaints which reflect negative morale were few and far between. A number of factors seem to impact upon this situation. Relationships with the

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[redacted]  
Rapid response by the posts to perceived needs in these areas do a great deal to maintain high spirits among employees and families. The sense of anticipation of major changes in the network, coupled with what is perceived to be a long overdue upgrade, have also raised the self-esteem of the communicators. [redacted]

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3. The decision on the part of the Reagan Administration to provide greater support to the Sergeant Doe Government in Liberia has dramatically improved the chances for stability in that country. Economic conditions are

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better than a year ago and the sense of public corruption is at a lower level of perception than previously, if not totally dissipated. The possible survivability of the [redacted] under a nuclear scenario suggests that we should revise our plans for a rapid reduction of personnel. It would appear appropriate to lessen the removal of equipment and personnel so that we maintain a capability of activating a full-scale hf base station, if needed. Obviously, we need to walk a delicate line between the numbers of people and the amount of work available in order to avoid creating a situation which is deleterious to morale. In

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[redacted] on the status of U.S. bases in that country. Our base station at [redacted] is probably located at the most politically vulnerable of the U.S. bases. [redacted]

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[redacted]  
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He will want assurances in some fashion that the facility at [redacted] is not being used against the [redacted] Government. Our negotiators believe these assurances can be given without impacting our integrity. [redacted] is not a primary target area for a nuclear exchange and has some possibilities in a PD-58 scenario. The [redacted] seems assured of long tenure.

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4. The state of covert communications, as represented by the activities of OC base stations, is discouraging. There is a need for better consolidation of management efforts of base station positions and greater imagination in the utilization of base station assets. These matters will be discussed with Chief, SE and Director, OTS 24 April 1981. Clearly, an urgent requirement is the provision of new base station equipment for covert communications purposes. [redacted]

5. Lessons that we have learned from the deployment of new equipment to the field suggest a vastly increased role for skills training if we are to achieve the goal of network modernization. It would appear that we will have to export a great deal of our training capacity to the field in order to properly prepare the ground for the reception of new equipment. This training enhancement must begin as a planning process now in order to field the knowledge in anticipation of the deployment of the equipment. [redacted]

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6. A major and growing concern throughout all locations is the policy and practice of employing working spouses. Most of our families have adapted to a situation involving two incomes. By now the second employed member of the family is becoming concerned about their long term rights and benefits, including retirement and status. The present policy is understood, but

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probably needs to be refined because it apparently gives precedence to staff employees with lower seniority than contract employees. There may be an inequity here, but this problem is being worked on with

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7. The trip served its purpose. Despite the growing work loads upon a diminishing work force, the human beings in that work force are resilient, innovative, and dedicated. The dilution of long term skills, with an increasing number of new employees with lesser skills, creates additional pressure upon the entire network; but, that will diminish as the newcomers join the ranks of the qualified. My perception is that the network is functioning.

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